



District of Columbia Housing Authority

6-Month Progress Report

District of Columbia Housing Authority (DCHA)

Three-Year Recovery Plan

6-Month Progress Report

Covering Q3-Q4 CY2024

JANUARY 2025



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Executive Director Message





Update from the Executive Director

Last June the District of Columbia Housing Authority (DCHA) issued our Three-Year Recovery Plan, our strategic roadmap – created by staff – and designed to rebuild, restore, and revitalize our agency. At its core, this plan is about creating a stronger, more sustainable future for the families and communities we serve. Our goal, over the next three years, is to continually enhance services and restore trust while delivering quality housing and support to our residents.

As we move forward, we must acknowledge that real, lasting change takes time. The challenges facing DCHA developed over many years, and in many instances, unfortunately, will take years to correct.

As I stated during the February 2024 Oversight Hearing, the scathing 2022 HUD Report, which noted numerous agency operational deficiencies that traced back nearly a decade of neglect and mismanagement, did not fully describe the breadth and depth of the challenges facing DCHA.

Despite the substantial issues confronting DCHA, our team is making meaningful progress. We have already reached significant milestones, most notably, the impending closure of the 2022 HUD report.

As HUD has noted in two separate written letters (Appendices A and B), our team has completed a tremendous amount of work and is on the precipice of closing out the final two HUD Report items no later than May 2025, a major accomplishment given the numerous challenges the team continually encounters on a daily basis.

While managing daily activities, my team regularly responds to an inordinate number of emergencies and continues to discover major systemic concerns that have historically plagued the agency. We have made substantial progress in our efforts to address these longstanding and deep-rooted problems, though we realize there is still a long way to go, and more to discover.

Since last April, upon staff returning to the office full time, we have increased the number of residents supported by our Public Housing and Housing Choice Voucher programs. This rise in activity has afforded us the opportunity to serve hundreds of clients, in-person, weekly. Since implementing this operational change, as witnessed during the October 2024 Oversight Roundtable, we have begun to hear residents and customers acknowledge our hard work and the positive changes in the agency.

As I have previously stated, this task is daunting, but it is doable. DCHA was not broken overnight and it certainly will not be fixed overnight. Yet the DCHA team has made meaningful inroads and as we forge ahead, I remain confident that in time we will overcome the obstacles before us and deliver the results that our families deserve.

Sincerely,

A handwritten signature in black ink, appearing to read 'Keith Pettigrew', is positioned above the printed name.

Keith Pettigrew
Executive Director, DCHA



Department Q3-Q4 Updates





DCHA Department Index

Under the Three-Year Recovery Plan, DCHA's **departments** play critical roles, each fulfilling essential functions, that contribute to the agency's recovery efforts. These departments are all committed to the restoration of sound operations. Targets such as restructuring, quality control, staff development and cross-departmental communication are essential. To enhance performance and meet DCHA's mission, departments focused on improving customer service, streamlining policies, enhancing technology and standardizing procedures. The following department updates are for Q3 and Q4 calendar quarters of 2024. We also highlighted significant projected activity by quarter for calendar year 2025.

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Office of Financial Management (OFM)

Office of Financial Management (OFM) oversees all financial operations, ensuring fiscal accountability, timely audits, budget management, and the modernization of financial systems to support all DCHA's functions. OFM stepped up collaboration with internal client departments. OFM significantly contributed to **restoring DCHA's financial credibility** by completing the FY24 audit on time, along with the approved FY25 budget. Additionally, **OFM completed three years of delinquent audits for FY21, FY22 and FY23 in one calendar year** – a commendable accomplishment.

B Recovery Plan Objectives

B1	Implement each component of the Finance Management software.
B2	Develop plan to correct data integrity issues within the financial management system.
B3	Design and develop a series of financial reports that can be generated from the financial management system.
B4	Develop and provide job specific training on the financial management system and the payroll system as new functionality is deployed.
B5	Develop standard operating procedures across department.
B6	Realign department to meet the agency objectives.
B7	Train existing staff on updated procedures and roles and recruit new staff to reflect new staffing model.

Q3 Achievements

- ✓ Submitted overdue audited financial statements for FY21–FY23. **(B3)**
- ✓ Realigned OFM to increase financial transparency with monthly reporting. **(B6)**
- ✓ Launched an online system for vendor payments. **(B3, B1)**
- ✓ Provided financial training to enhance staff efficiency. **(B4, B7)**
- ✓ Integrated Yardi financial modules for long-term planning to support recovery objectives. **(B3, B1)**
- ✓ Upgraded technology with onboarding of Datarails budget software, which supports financial planning & analysis (FP&A) and integrates Yardi and payroll UKG system for real time reporting. **(B3)**
- ✓ Fully implemented Yardi Finance module. Software conversion from FY23 to FY24. **(B1)**
- ✓ Established FY25 operating budget approved by the Stabilization and Reform (STAR) Board. **(B3)**
- ✓ Transitioned PMO to property-based budgets. **(B3)**

Q4 Achievements

- ✓ Finalized implementation of the improved payroll system. **(B1)**
- ✓ Streamlined the Accounts Payable process to improve efficiency and ensure faster payments to vendors. **(B5)**
- ✓ Developed plan to address data integrity issues within the financial management system. **(B2)**
- ✓ Defined steps needed to properly establish cash balances and perform bank reconciliations. **(B2)**
- ✓ Completed timely audited financial for FY24. **(B3)**



Office of Financial Management (OFM)

2025 PROJECTED HIGHLIGHTS

- **STANDARD OPERATING PROCEDURES (SOPs):** Develop SOPs that incorporate the new financial management and payroll systems. **Q1-Q4**

 - **AUTOMATION:** Develop and adopt automated reports to promote transparency via real-time reporting for internal and external reporting. Implement Fixed Asset Automation Module in Yardi, moving away from tracking in Excel Spreadsheets. **Q1-Q4**

 - **PROCESS IMPROVEMENT:** Close the books monthly to enable transparent, accurate real-time reporting and streamline the year-end process to help meet future audit deadlines. Work with PMO department on disposition of assets and inventory management. Work with Asset Management Department to track and monitor third-party managed properties including tracking notes receivables and payable. **Q1-Q4**

 - **POLICIES :** Updating financial policies across the board including:
 - Financial Close and Reporting
 - Capitalization Policy
 - Disposition of Assets
 - Capital Assets and Fixed Assets
 - Revenue Cycle
 - Capital Fund Processing
 - Write-offs
 - Maintenance Inventory
 - Tenant Accounts Receivable Processing
 - Rent Collection, Investments
 - Notes Receivable & Impairment**Q2-Q4**
-



Human Resources (HR)

Human Resources (HR) manages talent acquisition, employee relations, performance management, training, and compliance to cultivate a skilled and customer-focused DCHA workforce. HR focused its first 6 months of recovery on **upgrading internal capacity, maximizing use of technology and streamlining procedures, while training staff for more responsive and customer friendly service** to its internal clients and the public. Performance management, recruitment, and onboarding upgrades were emphasized. Efforts to root out systemic inefficiencies, build compliance and coordinate with the newly created Employment and Labor Relations group will continue.

c	Recovery Plan Objectives
C1	Undertake an agency-wide reorganization that aligns department functions with the goals of this Recovery Plan.
C2	Engage DCHA leadership in developing and implementing a performance system that works universally and includes performs standards per job group.
C3	Develop a customer centric training program for HR department.
C4	Secure and implement new or updated technology to support HR and Department leaders in recruitment, onboarding, status changes.
C5	Complete HR system implementation and ensure system data is accurate for reporting purposes.
C6	Train all HR staff in HR best practices; administration of union contracts, HR policies and procedures, benefits administration, etc.
C7	Develop and implement comprehensive recruitment, retention, and succession plans.
C8	Conduct agency-wide training needs assessment and implement training, including mandatory programs, customer service, Department of Housing and Urban Development (HUD) mandates, EEO, etc.
C9	Redesign the HR function and staffing pattern to align with needs of the organization.

Q3 Achievements

- ✓ Enhanced staff development with Yardi programs and new UKG Human Resources Information System (HRIS) technology to foster an enhanced customer-focused culture. **(C3)**
- ✓ Initiated customer service training for departments. **(C3)**
- ✓ Launched performance evaluation module of UKG Pro. **(C2)**

Q4 Achievements

- ✓ Conducted customer service training with remaining internal departments, providing training completed agency wide. **(C3)**
- ✓ Developed procedures for new performance evaluation system and led employee trainings to support adoption. **(C2)**
- ✓ Implemented and automated recruitment process through HRIS. **(C4,C7)**



Human Resources (HR)

2025 PROJECTED HIGHLIGHTS

- **STAFFING:** Hire a Human Resources Vice-President with DC Government knowledge and experience. **Q1**

-
- **AGENCY-WIDE RECRUITMENT:** Plan for recruiting and retaining skilled and experienced employees. **Q2**

-
- **EVALUATION SYSTEM:** Utilize feedback from management and develop new evaluation system. **Q2**

-
- **SOPs:** Develop HR SOPs and associated guides for each HR functional area. **Q3**

-
- **TECHNOLOGY:** In conjunction with IT department, conduct technology needs assessment through UKG Pro to maximize data capture and analysis functionality. **Q3**

-
- **DESK GUIDES:** Develop desk-guides for each HR functional area to facilitate cross-training for department clients by HR staff. **Q4**
-



Office of the General Counsel (OGC)

Office of General Counsel (OGC) provides legal oversight and advice representing DCHA in litigation, real estate, and personnel matters while ensuring compliance with federal and local regulations and risk management. OGC began strengthening its legal operations by addressing **critical staffing needs**. Internal processes, technological advancement, and overall departmental management improved with the **hiring of a Legal Operations Manager**. Caseload management also improved **by reinstating the Legal Fellows program and hiring two Fellows**.

D Recovery Plan Objectives

- | | |
|----|---|
| D1 | Determine the root causes for the volume of fair hearings and work with the program departments to implement initiatives that reduce the volume. |
| D2 | Review staff caseloads and seek more equitable distribution of work. |
| D3 | Engage in cross-departmental communications and protocols for responding to departments. |
| D4 | Move the American with Disabilities Act (ADA)/504 function to OGC and establish a job description and operating procedures to confirm that reasonable accommodations for tenants are processed and implemented expeditiously. |
| D5 | Update and fully implement a document management process and system. |
| D6 | Develop and implement a case management process and system. |

Q3 Achievements

- ✓ Strengthened legal support by hiring a Legal Operations Manager. **(D2)**

Q4 Achievements

- ✓ Assessed technological needs of office, identified multiple technological upgrades needed to improve efficiencies and case management, and began procurement of those technological solutions. **(D6)**
- ✓ Coordinated and commenced working groups to overhaul the Admissions and Continued Occupancy Plan (ACOP) and Administrative Plan which govern the Public Housing Program and Housing Choice Voucher Program (HCVP) respectively. **(D3)**
- ✓ Provided legal support for multiple transactional closings and acquisitions of partnership interests. **(D3)**
- ✓ Hired two legal fellows to assist with fair hearings and overall OGC caseload. **(D1, D2)**
- ✓ Migrated ADA/504 office to Office of General Counsel. **(D4)**



Office of the General Counsel (OGC)

2025 PROJECTED HIGHLIGHTS

- **COMPLIANCE:** Conduct agency-wide fair housing and 504 compliance training. **Q2**

- **TRAINING:** Conduct staff training to improve internal processes, further support attorney work, and increase efficiency of staff. **Q2**

- **SOPs:** Draft updated SOPs for OGC legal workflows. **Q2**

- **STAFFING:** Further augment legal staffing by hiring a Mid-Level General Attorney **Q1**; a Senior Regulatory Counsel to lead contract review, policy advice, and analysis for the agency; and a Senior Litigation Attorney to augment litigation capabilities of office. **Q2**

- **CASE MANAGEMENT:** Procure and implement case management and document management software to improve processes and increase efficiency. **Q2**

- **SOFTWARE:** Implement e-discovery, metadata cleaning, and document comparison software. **Q1**

- **MAJOR POLICY UPDATES:** Continue to advise HCVP and PMO on final adoption of the ACOP and the Administrative Plan after making them available for public comment and Board adoption. **Q1 for initial public comment, Q3 for final adoption (ACOP); Q2 for initial public comment, Q3/Q4 for final adoption (Administrative Plan).**

- **HUD FINDINGS:** Continue working closely with OED and HUD to fully close out the handful of remaining HUD findings, most of which pertain to finalizing the ACOP and Administrative Plan. **Q2/Q3**

- **INSURANCE ASSESSMENT:** Amid rising insurance costs and decreasing coverage throughout the country, re-assess insurance needs and determine if coverage modifications are necessary to strengthen risk management. **Q3**

- **LEGAL COUNSEL:** Issue procurement for outside legal counsel. **Q2**



Office of Administrative Services (OAS)

Office of Administrative Services (OAS) handles procurement of needed goods and services with compliant contract administration, and provides operational support for all departments to streamline purchasing processes and enhance vendor relations. OAS concentrated on revising policies and procedures for both complex major procurement and routine purchasing. Additionally, OAS provided comprehensive training to department staff on these updated SOPs, ensuring thorough understanding and effective implementation. **OAS reestablished relationships with internal client departments with a concentration on timely procurement planning and prioritized improved vendor relations.**

E	Recovery Plan Objectives
E1	Review and make changes to current Procurement Policy that aligns with business practices and allows for streamlining, increasing procurement thresholds and provides more autonomy at the department level.
E2	Develop and implement formal contract administration procedures that are in alignment with DCHA's goals and comply with HUD requirements and DCHA's Procurement Policy.
E3	Conduct annual Customer Service reviews of user departments and a random sample of vendors.
E4	Assign a Contract Specialist to high volume User Departments such as OCP, CC&D, PMO and IT.
E5	Monitor user department oversight by conducting quarterly reviews of all open contracts.
E6	Provide Department Heads with access and visibility into the software system to review and approve procurement requests, to check on status of those requests and to monitor obligations and expenditures against departmental budget.
E7	Host annual Opportunities Seminar with potential vendors/suppliers to educate companies on how to utilize the DCHA website to register, certify and access solicitations and inform them of upcoming procurement opportunities.

Q3 Achievements

- ✓ Streamlined contract processes by assigning Contract Specialists to specific departments to assist with contract planning and management. **(E2)**
- ✓ Engaged all local vendors through scheduled Q&A sessions ahead of solicitation response deadlines and conducted surveys to solicit feedback. **(E1)**
- ✓ Hired additional Procurement Managers, to lead OAS staff implementation of OAS objectives. **(E1)**
- ✓ Launched an e-procurement system to enhance efficiency. **(E2)**

Q4 Achievements

- ✓ Reviewed, revised and issued an updated Standard Operating Procedures Manual that incorporates new policies and the use of technology. **(E2)**
- ✓ Commenced OAS staff trainings to support adherence to updated SOP Manual. **(E1, E6)**
- ✓ Assessed and modified solicitation documents to ensure conformance with updated (2023) Procurement Policy and alignment with improved processes. **(E1)**
- ✓ Implemented a cloud-based software, AirTable, to house and manage internal workflows including contract administration and management. **(E6)**



Office of Administrative Services (OAS)

2025 PROJECTED HIGHLIGHTS

- **PROCUREMENT GUIDE:** Develop and implement procurement user guide for client departments to ensure understanding of procurement and compliance with policies and SOPs. **Q1**

- **PROCEDURES:** Continued refinement of contract administration procedures that measure and ensure the achievement of DCHA's goals and compliance with HUD, DCHA and DC government requirements. **Q1**

- **WORKFLOW MANAGEMENT:** Implement new dashboards for all user departments to have visibility regarding contract management. The system allows for real time updates and automation to alert OAS staff and client departments. **Q1**

- **TRAINING:** Design and lead training on procurement user guide, contract administration procedures, and other updated processes for OAS staff and client departments and continue ongoing training of SOP manual. **Q2**

- **VENDOR FAIRS:** Host annual Vendor Fair with potential vendors and suppliers to educate companies on how to do business with DCHA; review how to register, certify and access solicitations; and inform them of upcoming procurement opportunities. **Q2**

- **POLICY UPDATES:** Update current policy(ies) and quality control measures related to procurement activity that allows for streamlining and provides more autonomy at the department level. **Q1**



Information Technology (IT)

Information Technology (IT) department leads the implementation, adoption and integration of technology solutions by all departments to enhance efficiency, data security, and agency-wide digital transformation. IT's core focus was **the implementation of Yardi housing program management system**, as well as training internal departments to support adoption of newly integrated Yardi modules and other software. IT **led trainings on key modules** like RentCafe, Landlord Portal, Case Manager and Maintenance IQ, along with ASPIRE, a learning management system.

F Recovery Plan Objectives

- | | |
|----|--|
| F1 | Set priority level for all projects. |
| F2 | Widen the Project Managers' area of responsibility and require each significant project to have a written project plan. |
| F3 | Create a Data Committee to elevate the use of data across the agency. |
| F4 | Create a Cybersecurity Incident Response Plan. |
| F5 | Address the underutilization of Yardi Legal, Marketplace, RentCafe PHA Resident Portal, Utility Billing, VENDORCafé, and Yardi SharePoint Document Management modules. |

Q3 Achievements

- ✓ Supported resident safety by installing new or upgrading existing cameras at various DCHA sites. **(F4)**
- ✓ Developed and implemented new intranet site. **(F1)**
- ✓ Completed equipment and upgrades for all property offices and security guard booths, including installation, equipment testing and staff training. **(F1)**
- ✓ Initiated revitalization of public housing properties' technology/equipment. **(F5)**
- ✓ Yardi Case Manager went live for some HCVP based on priority. **(F5)**

Q4 Achievements

- ✓ Engaged OCE, HCVP & PMO leadership team, and subject matter experts to form strategy to increase adoption of existing portals. **(F3)**
- ✓ Completed Yardi Case Manager HCVP Mediation staff. **(F5)**
- ✓ Launched MIQ at all PMO properties. **(F5)**
- ✓ Launched ASPIRE e-learning platform on Yardi for OFM PMO, HCVP, HR, and IT. **(F5)**
- ✓ Trained HCVP and PMO on RentCafe add-on designed to allow residents and applicants to complete certification and recertification processes online when fully adopted. **(F5)**
- ✓ Advanced integration of the Maintenance IQ (MIQ) modules went live for all PMO staff. **(F5)**



Information Technology (IT)

2025 PROJECTED HIGHLIGHTS

➤ **YARDI IMPLEMENTATION:** Fully implement all Yardi modules required per department: **Q4**

- Implement Yardi Case Manager for PMO, HCVP, ADA and OCE
- Implement Management IQ (MIQ) for HCVP Inspections
- Implement Yardi Vendor Cafe
- Construction Manager
- Asset IQ and Verification Services
- Migrate HCVP to Yardi Landlord Portal
- Conduct staff trainings to support adoption

➤ **POLICIES:** Update DCHA's policy management and all IT policies and procedures. **Q2**

- Implement new DCHA Policies & Procedures management site
- Update all IT policies and procedures. High-priority policy updates include Document Retention Policy, Cyber Security Policy, and Cloud Vendor Audit Policy, Disaster Recovery Policy).

➤ **SECURITY CAMERAS:** Install additional camera systems at properties. **Q2**

➤ **STAFFING:** Recruit and onboard staff for Network and Infrastructure and Information Systems teams. **Q2**

➤ **REPORTING:** Implement PowerBI for agency-wide standardized reporting infrastructure. **Q4**

➤ **TRAINING (Q2):** Improve technical training processes for staff, public housing residents, and voucher participants through a combination of contractor-led training and a new IT Trainer position. **Q2**

➤ **CYBER SECURITY:** Procure a third-party cybersecurity oversight and management partner. **Q3**

➤ **PROPERTY UPGRADES:** Add free public Wi-Fi to public areas such as lobbies and community rooms, and update community rooms and computer labs. **Q3**

➤ **PARTNERSHIPS:** Improve collaborative processes with MPD. **Q3**



Office of Customer Engagement (OCE)

Office of Customer Engagement (OCE) leads DCHA's response to inquiries by voucher participants, residents and the public, including operating DCHA's central Call Center. To **improve customer service**, OCE redesigned its workflows and **trained staff to improve** response time and provide prompt, accurate resolution of all customer inquiries.

G Recovery Plan Objectives

- | | |
|----|--|
| G1 | Reorganize the Call Center team to align with the housing programs separately (PMO, HCVP, general, etc.) |
| G2 | Revisit current quality assurance practices for Call Center agents and CSC staff to develop new and/or additional performance standards. |
| G3 | Develop protocols for communication with HCVP and PMO to ensure that OCE staff is up to date on program changes. |
| G4 | Expand Yardi Access to Call Center and CSC Teams so that they can assist clients proactively, view information and make notes in the system. |
| G5 | Train the leadership on how to pull reports from the Call Center software and CIS to measure department and staff performance. |
| G6 | Review program forms and letters and ensure they are clear and do not ask for more information than is required. |
| G7 | Translate all vital documents in top 6 languages (Spanish, Amharic, Chinese, French, Vietnamese, and Korean) and train customer-facing staff in Language Access policy/procedures. |

Q3 Achievements

- ✓ Adopted a 'first call' approach to customer service by increasing Call Center staff, realigning teams, and increasing and updating training to improve customer care. **(G1, G4)**
- ✓ Implemented 8-week training for all Call Agents on anticipated HCVP Administration Plan changes. **(G4)**
- ✓ Centralized customer service operations and enhanced online capabilities. **(G4)**
- ✓ Expanded Yardi access for all call agents to allow for more immediate sharing of the most relevant information and improved agency collaboration. **(G4)**
- ✓ Developed streamlined Call Center reference materials in collaboration with IT to facilitate easier access to customer service tools and easier workflow. **(G4)**

Q4 Achievements

- ✓ Translated all vital documents in DC's top 6 languages in accordance with local regulations and ensured their availability on DCHA's website and trained customer-facing staff in Language Access policy and procedures. **(G7)**
- ✓ Received a 100% satisfaction rate from DC Office of Human Rights for providing the proper language access to customers who called the main number. **(G2)**
- ✓ Confirmed best practices are followed in consultation with New York and Chicago Housing Authorities' comparable performance metrics. **(G2)**



Office of Customer Engagement (OCE)

Q4 Achievements (Cont.)

- ✓ Reduced the average call wait times from 3 hours to 19 minutes through the addition of full-time Call Center staff and providing call agents with additional training on call control and de-escalation techniques. **(G2)**
- ✓ Reinstated the Housing Enjoyable Living Program (HELP), which was designed to assist voucher participants who are non-compliant due to a failed tenant-caused violation during their inspection. **(G1)**
- ✓ Implemented quality assurance practices for Call Center agents and Customer Service Center staff to improve overall performance standards. **(G2)**
- ✓ Developed new SOPs and began implementation for every customer-facing touchpoint (Call Center and 3 Customer Service Centers). **(G2)**
- ✓ Introduced tracking metrics for measuring resolution of customer inquiries: 94% of 22,000 calls received in December 2024 were resolved during first-call with the remaining 6% requiring escalation beyond initial touch point. **(G2)**

2025 PROJECTED HIGHLIGHTS

- **FORM UPDATE:** Review and update forms to identify and remove duplicative or unnecessary requests. **Q4**
- **TRAINING/UPGRADING TECHNOLOGY:** Train all OCE staff on new Customer Relations Management system, a platform for managing and escalating customer calls that will replace the Customer Inquiry System ticketing system. **Q3**



Property Management Operations (PMO)

Property Management Operations (PMO) oversees the management, maintenance, and modernization of DCHA's public housing portfolio to ensure safe and habitable living conditions. PMO has focused on enhancing staff performance and accountability by focusing on **meeting industry standards and integrating technology to streamline processes**. These initiatives enabled PMO staff to deliver improved services to our residents.

H Recovery Plan Objectives

- | | |
|-----|--|
| H1 | Restructure the department to optimize operations. |
| H2 | Ensure vacancies and leasing staff remain focused on filling unit vacancies. |
| H3 | Implement comprehensive onboarding and continuing education training for staff. |
| H4 | Obtain support of HR to improve employee performance by helping leaders evaluate staff and enforce policies around employee improvement plans and other disciplinary measures. |
| H5 | Review and amend current workflows to create efficiencies and increase accuracy. |
| H6 | Establish a quality control plan for property management and maintenance. |
| H7 | Eliminate the use of spreadsheets in favor of system reports in Yardi. |
| H8 | Conduct monthly reviews of performance of each site against established benchmarks. |
| H9 | Coach managers on metrics-based management. |
| H10 | Create an urban landscaping crew by providing training to residents. |

Q3 Achievements

- ✓ Created AMP property-level budgets. **(H8)**
- ✓ Implemented on-site rental payment options at all sites. **(H5)**
- ✓ Training for Certified Occupancy Specialist and Fair Housing Essentials (Area Managers, Housing Managers, Housing Management Assistants, Eligibility Specialist and Recertification Specialist); and Property Management Certification (Area Managers and Housing Managers). **(H3)**

Q4 Achievements

- ✓ Increased occupancy rate to 84%. **(H2)**
- ✓ Supplemented maintenance with contractors to accelerate work order completion on both vacant and occupied units. **(H6)**
- ✓ Reduced work order response time, with the assistance of additional resources. PMO decreased the time from response to close of emergency work orders from the period of January 2024 to December 2024 as follows:
 - Emergency work orders declined from 17 days to 10 days on average
 - Routine work orders declined from 66 days to 19 days on average.
 - Urgent work orders declined from 64 days to 32 days on average. **(H5)**
- ✓ Conducted RentCafe training for property management staff (Property Managers, Housing Manager Assistants and Area Managers). **(H3)**
- ✓ Trained maintenance staff in phases on Maintenance IQ (work order management software). **(H3, H7)**
- ✓ Customer service training for all PMO staff. **(H3)**



Property Management Operations (PMO)

2025 PROJECTED HIGHLIGHTS

- **ACOP:** In collaboration with OGC, continue efforts to adopt the final ACOP. **Q2**

- **IMPROVED PERFORMANCE STANDARDS:** Set improved performance standards of productivity for all managers and subordinates for all PMO activity. The updated standards will support efforts to eliminate backlogs while also managing daily volume of work orders, inspections, recertifications, lease up and other actions. **Q3**

- **TRAINING:** Continue leadership and management coaching for supervisors and for adoption of Yardi modules. **Q2**

- **WORK ORDERS:** Continue to improve emergency work order responses and resolve emergency work orders with the goal being within 24 hours and lower the average time from response to close routine work orders. **Q4**

- **OCCUPANCY:** Continue to improve occupancy rate with a goal of 87% by the end of CY25. **Q4**

- **INVENTORY REPORTING:** Upgrade inventory control system that monitors inventory and provides reports monthly. **Q4**



Housing Choice Voucher Program (HCVP)

Housing Choice Voucher Program (HCVP) administers federal and local rental assistance programs, including offering landlord engagement and participant services through technology and customer service in compliance with Federal and local program requirements. HCVP reorganized, forming separate Federal and local program units. HCVP **added frontline staff and supervisors**, and **improved training** to better service the fast-growing number of voucher participants.

I Recovery Plan Objectives

- | | |
|----|---|
| 11 | Restructure the department to optimize operations. |
| 12 | Implement annual leasing plan and ongoing monitoring to achieve agency MTW leasing levels. |
| 13 | Implement strategies to improve the effectiveness of the Local Rent Supplement Program. |
| 14 | Improve performance and achieve compliance on key program indicators including timely inspections and HQS enforcement, timely recertifications and PIC/HIP reporting. |
| 15 | Streamline policy and procedural documents and ensure internal consistency of MTW Plan, HCVP Administrative Plan and DC Municipal Regulations. |
| 16 | Improve accuracy and use of program data through comprehensive data clean up and development of new management reports and tools. |
| 17 | Implement comprehensive onboarding and continuing education training for staff. |
| 18 | Address and close out all remaining HUD report findings; enhance quality control mechanisms to improve program compliance using data analysis and targeted program reviews. |
| 19 | Streamline workflow and improve responsiveness to applicants, participants, and property owners. |

Q3 Achievements

- ✓ Hired Housing Locators to assist voucher participants in locating units. **(11)**
- ✓ Created an inspections hotline. **(11)**
- ✓ Opened a new Customer Service Center location (702 H Street NW) to support walk-in visitors, serving an average of 1,527 monthly participant walk-ins and appointments. **(19)**
- ✓ Onboarded 11 new hires, continue recruitment efforts to fill vacancies. **(11)**
- ✓ Reorganized current department structure to improve service by distinguishing between federal and local programs for improved management, compliance, and support of both landlords and participants. **(11)**
- ✓ Held multiple "Meet and Lease" events monthly. Five were held in Q3. **(12)**

Q4 Achievements

- ✓ Increased utilization rate from 86% in Q3 to 88% by the end of Q4. **(12)**
- ✓ Increased monthly leasing average from 73 per month in Q3 to 118 per month in Q4. **(12)**
- ✓ The FY25 payment standards approved by the Board and implemented. **(15)**
- ✓ Vouchers available to participants searching for units increased from 1,281 at start of Q4 to 1,756 at end of Q4. **(14)**
- ✓ Enhanced landlord engagement by hiring one Landlord Liaison with a second to be hired in Q12025. **(11)**
- ✓ Held multiple "Meet and Lease" events monthly. Eight were held in Q4. **(12)**



Housing Choice Voucher Program (HCVP)

2025 PROJECTED HIGHLIGHTS

- **STAFFING:** Continue to fill all staff vacancies, including hiring a Quality Control Analyst, Local Program Manager, and Housing Program Specialist. **Q1**

- **DIGITAL INTEGRATION:** Complete integration of digital applications and staff training of RentCafe and the Landlord Portal. **Q2**

- **QUALITY CONTROL:** Implement quality control reviews to be conducted by program supervisors. **Q2**

- **BACKLOG:** Improve process of RFTA and inspections. **Q1**



Office of Public Safety (OPS)

Office of Public Safety (OPS) operates the 24-hour DCHA police force and focuses on community engagement, crime prevention, and safety across public housing communities. OPS actively **participated in outreach initiatives**, including all events in the Rebuilding Our Community series. Officers routinely attended community meetings and events at public housing communities. OPS efforts have **helped build and maintain trust between residents and law enforcement**.

J Recovery Plan Objectives

- | | |
|----|---|
| J1 | Implement comprehensive onboarding and continuing education program for staff. |
| J2 | Develop and implement standard operating procedures. |
| J3 | Equip officers with updated equipment to ensure the department is safely and efficiently performing their duties. |
| J4 | Restructure department to better service the public safety needs of the residents and employees. |
| J5 | Update technology to create departmental efficiency. |
| J6 | Enhance partnerships with federal and local law enforcement agencies to assist with crime solving and prevention. |
| J7 | Implement community policing strategies. |

Q3 Achievements

- ✓ Entered into an MOU with MPD Real Time Crime (RTTC) Center. **(J6)**
- ✓ Participated in the Mayor's Firearm reward program (surrender of illegal firearms). **(J6)**
- ✓ Staffed RTTC to gather and share sensitive information with law enforcement partners in timely manner. **(J6)**
- ✓ Lead Safe Passage - Potomac Avenue Metro Station to provide safe passage to residents walking to and from station. **(J7)**
- ✓ Immediate adjustment of uniform resources (on duty and overtime) i.e. Potomac Gardens and Horizon House/Claridge Towers. **(J7)**
- ✓ OPS Training:
 - Self Defense Training was established for all newly hired Special Police Officers.
 - Inclement weather safe driving with Bureau of Justice Assistance National Law Enforcement Roadway Safety Training Program.
 - Active Shooter Preparedness Program/Active Assailant Security Branch. **(J1)**

Q4 Achievements

- ✓ Coordinated with the Drug Enforcement Agency (DEA) to facilitate the 27th National Drug Take Back events at public housing communities to allow for the safe and anonymous disposal of pharmaceuticals. **(J6)**
- ✓ Completed a Memorandum of Understanding (MOU) with the U.S. Marshall Service and the Federal Bureau of Alcohol, Tobacco, Firearms and Explosives. **(J6)**
- ✓ D.C. Code Training to refresh on law enforcement rules. **(J1)**
- ✓ Realigned OPS staff duties to support the creation of the Business Solutions Bureau. **(J4)**
- ✓ Established an investigative unit. **(J4)**



Office of Public Safety (OPS)

2025 PROJECTED HIGHLIGHTS

➤ **TRAINING:** Conduct Special Police Officer training. **Q1**

➤ **TECHNOLOGY:** Install body cameras and implement training on OPS policy for their use. **Q3**

➤ **GREENLEAF:** Open and staff the Greenleaf public safety substation. **Q1**



Capital Construction & Design (CC&D)

Capital Construction & Design (CC&D) stabilizes and revitalizes DCHA's properties through capital improvements, unit turnarounds, and infrastructure modernization. CC&D collaborates with Development and Property Management Operations to assess and stabilize DCHA properties, focusing on unit turn-arounds including unit interiors, common areas, and critical capital repairs. **These efforts ensure properties' sustainability.**

K	Recovery Plan Objectives
K1	Coordinate all activities with Development, Property Management, and Asset Management to ensure that DCHA is in compliance with all regulatory requirements and to create a healthy environment for the residents that we serve.
K2	Prepare a comprehensive tracking for all building units, systems, and public infrastructure so that DCHA can better project its capital investment and replacement strategies.
K3	Support PMO's initiative to eliminate the vacancy backlog and to support managers when operating budgets are unable to meet the repair needs.
K4	Together with the Asset Management department, create a system-wide tracking and evaluation system that will ensure the efficient operation of all DCHA properties.
K5	Create design and scope standards that will improve the quality of services provided by construction contractors.
K6	Improve the quality of construction managers so that scarce capital resources can be utilized effectively.

Q3 Achievements

- ✓ Addressed vacancy backlog:
 - Inspected all vacant units and categorized necessary repairs.
 - Created a collaborative database to track vacant units.
 - Increased contractor pool from 11 to 30 vendors for unit repairs.
 - Established standard operating procedures for vacant unit turns.
 - Developed standard scope and design specifications to ensure consistency.
 - Provided training to staff on design and scope standards.
 - Implemented a structured vacant unit turn process. **(K3)**
- ✓ Implemented quality control software to streamline invoice creation and approval. **(K6)**

Q4 Achievements

- ✓ Established a newly created Capital Construction & Design department, distinct from Development. **(K1)**
- ✓ Revised city budget to align with recovery initiatives and long-term subsidy strategy. **(K1)**
- ✓ Created a capital repairs database to cross-reference physical needs, work orders, and urgency levels by property. **(K2)**
- ✓ Aligned Capital Budget Requests for more efficient funding obligations. **(K6)**
- ✓ Improved vendor payment processing to ensure timely and consistent payments. **(K5)**
- ✓ Developed a searchable electronic database for all DCHA property drawings, streamlining project requests. **(K4)**



Capital Construction & Design (CC&D)

2025 PROJECTED HIGHLIGHTS

- **PERFORMANCE:** Implement contractor performance software to enhance tracking and evaluation of vendors across all contracts. **Q1**
- **DATA INTEGRITY:** Enhance data integrity by developing a sustainability database to track green technology installations and energy initiatives; establish a Capital Construction database to manage all ongoing and future projects; and improve tracking of vacant unit metrics to increase efficiency and utilization rates. **Q4**
- **TRAIN:** Develop comprehensive training programs for construction and project management staff. **Q4**



Development Department

The Development Department secures funding, partnerships, and employs redevelopment strategies to expand and preserve more affordable housing for eligible low- and moderate-income residents served by DCHA. The Development Department has **initiated negotiations** with limited partners to preserve public housing units by exercising the right of first refusal on four properties. Additionally, in response to the fiscal and other constraints faced by the affordable housing industry in the District, the Development Department, in collaboration with other real estate-focused internal departments, has **begun redefining the mechanism for stabilizing DCHA's portfolio**.

L Recovery Plan Objectives

- | | |
|----|---|
| L1 | Reposition the operating subsidy of all public housing units. |
| L2 | Procure partners who support DCHA's Development Principles to Redevelop and Preserve DCHA communities. |
| L3 | Create a dynamic resident engagement plan by connecting development staff to public housing residents. |
| L4 | Improve communication and cooperation between the Development Department and all other DCHA departments. |
| L5 | Expand the capacity to allow DCHA to develop its portfolio and grow the number of units that serve low- and very-income households in the District. |

Q3 Achievements

- ✓ Submitted Section 18 applications in preparation for the redevelopment. **(L5)**
- ✓ Established development and subsidy repositioning principles to guide all DCHA development activity. **(L5)**
- ✓ Supported STAR Board's codification of the policy preserving tenant rights, including the right to organize and the right to return in an adopted Conversion Manual. **(L5)**
- ✓ Continued collaboration and oversight of long-term redevelopment projects at Barry Farm, Kenilworth Courts and Park Morton communities, with resident engagement and relocation plans in progress. **(L5)**

Q4 Achievements

- ✓ Provided training to the STAR Board on the repositioning policy and their importance to the development program. **(L5)**
- ✓ Held formal opening of The Asberry at Barry Farm and commenced leasing and resident move in. **(L5)**
- ✓ Completed construction of Kenilworth Courts Phase 1 and began leasing and residents move-in. **(L5)**



Development Department

2025 PROJECTED HIGHLIGHTS

- **PARTNERSHIP:** Procure partners who support our Development Principles to Redevelop and Preserve DCHA Communities. **Q4**

- **ENGAGEMENT:** Improve connectivity between Development staff and public housing residents through enhanced resident engagement. **Q2**

- **ORGANIZATION:** Reorganize department to reflect changed purpose and mission consistent with DCHA's strategic goals. **Q3**



Office of Asset Management (OAM)

Office of Asset Management (OAM) oversees DCHA's mixed-finance real estate portfolio, by overseeing compliance, ensuring strategic planning, financial sustainability, and long-term asset preservation. The creation of OAM is a critical part of DCHA's mission to restore trust and improve the quality of life for residents through strategic asset management practices. A departmental budget was established as part of the FY25 agency budget, and the office **successfully identified, recruited, and onboarded the department's Director**.

M	Recovery Plan Objectives
M1	Create systems and structures to preserve and protect all DCHA units.
M2	Create strategic and financial strategies for all DCHA properties.
M3	Monitor and manage all third-party property management contracts and co-developed properties to ensure that all roles, responsibilities, and obligations (regulatory and contractual) are being met.
M4	Conduct all investor and financial relations to ensure that DCHA is meeting is regulatory, contractual, and financial responsibilities for each repositioned and redevelopment properties (regardless of whether co-developed or self-developed).
M5	Advise on all project-based budgets, track operating subsidies for each property, and ensure compliance with all legal requirements for the various organizational structures created by DCHA for the redevelopment or repositioning of properties.
M6	Advise Executive Director on all development plans, agreements, and strategies related to the redevelopment, preservation, modernization, and expansion of DCHA's portfolio.

Q3 Achievements

- ✓ Created the department and established four positions: Director, Asset Management Analyst, and two Asset Managers. **(M1)**
- ✓ Established standard records management process to compile key documents for all properties in the portfolio. **(M1)**
- ✓ Developed a portfolio inventory database with key information about mixed finance and public housing properties. **(M2)**

Q4 Achievements

- ✓ Hired Asset Management Analyst. **(M1)**
- ✓ Conducted an asset management function assessment across multiple departments, including a combination of data and information gathering, and meetings with DCHA staff to establish foundational information. **(M3)**
- ✓ Established internal workflows and standard communication with key departments. **(M1)**
- ✓ Strengthened communication with property owners and property management staff by assigning OAM points of contact. **(M4)**
- ✓ Reconciled DCHA's obligations regarding public housing operating subsidy. In collaboration with OFM, verified that subsidy calculation practices were in compliance with each property's regulatory and operating agreement. **(M4)**



Office of Asset Management (OAM)

2025 PROJECTED HIGHLIGHTS

- **DEAL BOOK:** Create Deal Book project summary for each property in portfolio. **Q2**

-
- **HANDBOOK:** Establish Policies & Procedures handbook for department. **Q2**

-
- **TRACKING:** Create monthly financial tracker to capture financial health of all properties in portfolio. **Q1**

-
- **SOPs:** Develop standard operating procedures and workflows for interdepartmental functions. **Q2**

-
- **LOANS:** Monitor all loans and mortgages DCHA or its affiliates have issued. Create methodology to establish loan loss allowance and maintain tracking system in collaboration with Office of Financial Management. **Q2**
-



Office of Resident Services (ORS)

Office of Resident Services (ORS) provides direct support to improve the lives of residents and participants by offering workforce development, financial literacy, and social programs to support economic mobility and well-being. Comprehensive support services for public housing residents include the Apprentice Training Program and other workforce development initiatives; certification courses, OSHA 30-training; financial literacy classes; and an annual homebuyer education event, as well as partnerships for youth and senior activities.

N	Recovery Plan Objectives
N1	Undertake a comprehensive needs assessment of Public Housing and Housing Choice Voucher participants.
N2	Create and implement a comprehensive ORS strategic plan to include youth, senior, and family services.
N3	Realign staff structure to support new ORS plan.
N4	Seek out additional grants and other methods of financial support to assist with meeting the service needs of the clients.
N5	Develop a comprehensive employee training program for the department.
N6	Determine appropriate technology and implement to track and report on department metrics and outcomes.
N7	Update SOPs and ensure staff are fully informed of changes.
N8	Create partnerships with diverse local stakeholders.
N9	Implement programmatic activities year-round.

Q3 Achievements

- ✓ Launched community outreach initiatives across all public housing communities via the Rebuilding Our Communities event series, which included:
 - 8 enhanced block party style events.
 - 50 service providers.
 - Distribution of free groceries and other giveaways to a total of 2,400 public housing families. **(N9)**
- ✓ Strengthened local partnerships to support resident needs:
 - Apprenticeship placements with Apartment and Office Building Association of Metropolitan Washington.
 - Dress for Success Indochino DC men's clothier (DCHA Apprenticeship Program).
 - FSS Homeownership events:
 - Manna Inc.
 - Wells Fargo
 - US Bank
 - State Farm **(N8)**

Q4 Achievements

- ✓ Realigned staff structure to support new Resident Services plan. **(N3)**
- ✓ Hosted the DCHA annual "Gift of Love" event and distributed more than 3,000 toys and youth winter coats as well as books for the holiday season. **(N9)**
- ✓ Continued organization and oversight of year-round programmatic activities:
 - Anti-Bullying/Peace Rally (115 youth), Halloween Haunted House, Annual Senior Luncheon (400 seniors), Job Skills Certifications (407), C3 cares senior vaccination clinics (89 inoculated), 7th Annual DCHA Apprenticeship Training Program (19 graduates), Operation Warm (450 coats gifted). **(N9)**
- ✓ Created DCHA's Apprenticeship Training Program Landing Page on the DCHA website. **(N9)**



Office of Resident Services (ORS)

2025 PROJECTED HIGHLIGHTS

- **TRAIN:** Develop a comprehensive employee training program for the department. **Q1**

 - **SOPS:** Update standard operating procedures and ensure staff are fully informed of changes. **Q2**

 - **APPRENTICESHIP:** Commence cohort # 8 of DCHA Apprenticeship Training Program. **Q1**

 - **WEBSITE:** Collaborate with OPAC and IT to continue buildout of the ORS landing page. **Q1**

 - **DCHA CARES:** Launch DCHA Cares Senior Initiative. Increase use of EnVision Center and Frederick Douglass Community Center by HCVP, PMO and IT for customer voucher briefings, lease up events, and technology trainings. **Q1-Q2**

 - **PARTNERSHIP:** Reestablish University of the District of Columbia partnership and present at the EnVision Center. **Q1**

 - **SCHOLARSHIP:** Inform and encourage public housing residents and voucher families to apply for Commitment to Excellence Scholarship Program (CESP). **Q3**

 - **PROGRAMS:** Continue to organize and oversee various programmatic events and activities, including but not limited to:
 - Fatherhood Initiative (1) year anniversary celebration
 - Do Your Best: Summer youth employment program
 - 7th Annual Entrepreneurship Expo
 - Anti-Bullying Peace Rally
 - FSS Homeownership event
 - Empower U Initiative events
 - DCHA ATP completion ceremony
 - Gift of Love**Q1-Q4**
-



Office of Audit and Compliance (OAC)

Office of Audit and Compliance (OAC) conducts audits, investigations, and inspections to strengthen internal controls, prevent fraud, and abuse in DCHA's expenditures and operations. These broad functional areas encompass a wide range of activities included in OAC's charter including, but not limited to, assessing the strength of internal controls; investigating fraud, abuse and waste; conducting inspections and monitoring the quality of inspections across multiple program areas including lead-based paint testing and monitoring the use of tenant participation funds by Resident Councils.

o	Recovery Plan Objectives
O1	Develop and implement FY25 Audit Plan.
O2	Establish and implement coordinated compliance and quality control plan for each program department identifying respective roles of OAC and end-user departments. Incorporate OAC technical assistance to internal departments.
O3	Finalize and implement departmental staffing plan.
O4	Assess Yardi reporting capabilities to support internal controls, compliance and quality improvements. Work with IT and program departments to implement enhanced Yardi reporting.
O5	Provide training on fraud, waste and abuse.

Q3 Achievements

- ✓ Increased number of compliance audits. **(01)**
- ✓ Developed and conduct training on policies and Audit response protocols. **(02)**
- ✓ Perform Resident Council Compliance monitoring (ongoing). **(02)**
- ✓ Develop policies and procedures to support internal departments (ongoing). **(02)**
- ✓ Created staffing plan and hired additional staff (ongoing). **(03)**
- ✓ Developed and received Board approval for the Anti-Fraud Policy. **(01)**

Q4 Achievements

- ✓ Presented pilot training during Compliance Week 2024. **(02)**
- ✓ Resident Council Compliance monitoring – (ongoing). **(02)**
- ✓ Develop policies and procedures to support internal departments– ongoing. **(02)**
- ✓ Created staffing plan and hired additional staff – (ongoing). **(03)**



Office of Audit and Compliance (OAC)

2025 PROJECTED HIGHLIGHTS

- **MONITORING:** Create tracking log to monitor progress of quality control plan. **Q4**
- **STAFFING:** Hire Compliance Analyst. **Q4**



Appendix A



U.S. Department of Housing and Urban Development

Baltimore Field Office
Bank of America Building, Tower II
100 S. Charles Street, Suite 500
Baltimore, MD 21201

Charleston Field Office
One Midtown Square
414 Summers Street, Suite 110
Charleston, WV 25301

District of Columbia Field Office
CNN Building
820 First Street, NE, Suite 300
Washington, DC 20002

September 24, 2024

Keith Pettigrew
Executive Director
District of Columbia Housing Authority
300 7th Street SW
Washington DC 20024

Dear Mr. Pettigrew,

Since you joined DCHA in November 2023, my office has seen positive improvements to many aspects of DCHA's operations. DCHA has also made progress in closing additional findings and recommendations from HUD's 2022 Assessment report.

Specific to the HUD Assessment, our teams have worked together to close 19 findings and 3 recommendations. Twenty-one findings and 1 recommendation remain open of the original 82 findings, 26 recommendations, and 5 observations. Overall, 75% of the findings have been closed, and 80% of all cited items (findings, recommendations and observations) are closed.

There are additional findings and the last recommendation that our teams are currently working together to close. Our teams are also working on the timeline for the closure of remaining items.

In addition to progress on the HUD Assessment, DCHA has made many improvements to its operations, including:

- Hiring an experienced senior management team,
- Focusing on customer service by brining DCHA staff back into the office and restarting in-person HCV briefings/engagement,
- Expanding/improving its use of its software systems,
- Catching up on 2 years of overdue financial submissions to HUD to bring DCHA current on required financial reporting to HUD,
- Working to ensure all Federal HCVs meet HUD's rent reasonableness requirements,
- Walking all public housing units to determine status and needs,
- Improving the accuracy of PIC data by submitting unit status change requests for vacant units that qualify for appropriate unit statuses and addressing PIC errors for both the public housing and HCV programs,



- Setting plans to improve HCV utilization and public housing occupancy and taking the necessary steps to make progress towards those goals,
- Reevaluating DCHA's public housing stock and starting to move towards redevelopment of important sites,
- Engaging residents, advocates and partners to obtain feedback and plan for the future, and
- Developing a 3-year recovery plan.

I am encouraged by the progress so far, and I look forward to continuing to work with you and your team to closeout the HUD Assessment and execute on DCHA's Recovery Plan.

Sincerely,

LAURE
L DAVIS

Digitally signed by: LAUREL
DAVIS
DN: cn = LAUREL DAVIS C=
US o= U.S. Government ou=
Department of Housing and
Urban Development, Office of
Public and Indian Housing
Date: 2024.09.24 06:47:45 -0400

Laurel L. Davis
Director
Office of Public Housing



Appendix B





U.S. Department of Housing and Urban Development

Baltimore Field Office
Bank of America Building, Tower II
100 S. Charles Street, Suite 500
Baltimore, MD 21201

Charleston Field Office
One Midtown Square
414 Summers Street, Suite 110
Charleston, WV 25301

District of Columbia Field Office
CNN Building
820 First Street, NE, Suite 300
Washington, DC 20002

January 17, 2025

Keith Pettigrew
Executive Director
District of Columbia Housing Authority
300 7th Street SW
Washington DC 20024

Dear Mr. Pettigrew,

HUD has completed its review of the District of Columbia Housing Authority's (DCHA) recent submissions pertaining to the closure of additional findings and recommendations from HUD's 2022 Assessment report. This letter conveys the status of your submissions and discusses next steps pertaining to the settlement fund for findings HCV3, HCV4, HCV5 and HCV6. This letter concludes by listing the remaining open findings, which require updates to DCHA's Admissions and Continued Occupancy Policy (ACOP) and Administrative Plan in order to be closed.

Review Findings Requested for Closure

- **PH13 – Vacant Units/PIC Reporting, 13a – PIC Data and Operating Subsidy, and 13b – PIC Unit Status**
 - DCHA leadership completed a review of all public housing units to ensure that occupancy data reported in PIC is accurate. During this review, DCHA identified units that were not reported properly and performed an analysis of these units to determine when they were vacated and resulting impacts on Operating Subsidy payments from HUD for which the units were not eligible.
 - The Field Office engaged the Public Housing Financial Management Division (FMD) to validate the amount for repayment. FMD's calculated amount, prior to applying annual prorations, is \$327,952. Once complete, FMD will issue a letter to DCHA conveying the final amount. Operating Subsidy payments have been obligated to PHAs through March 2025; thus, FMD will offset the final amount of DCHA's repayment in a subsequent 2025 Operating Subsidy obligation.
 - DCHA continues to work with the Field Office to review unit status data across its portfolio, process unit status change requests, and increase program occupancy.
 - *Status: Closed. FMD will effectuate repayment through an Operating Fund Offset in 2025.*



- **PH24 – Rent Determination and Verification**
 - DCHA reviewed over 5,000 files to ensure calculations are accurate. Three percent of files were found to have errors, and DCHA has recalculated and adjusted ledgers for those families. DCHA has and will continue to ensure staff are appropriately trained on rent calculations and verification processes.
 - *Status: Closed. HUD will review implementation during a future onsite review.*
- **PH30 – Mold**
 - DCHA has resolved its backlog of work orders pertaining to mold issues and will continue to address any new work orders as they arise.
 - *Status: Closed.*
- **PH31 – Units Decent, Safe and Sanitary**
 - Of the 14,441 open work orders, DCHA reported on 1/6/25 that all but 47 have been resolved and closed. They continue to work to resolve those 47 and to ensure timely resolution of new work orders. DCHA has made substantial progress to resolve its backlog and address new work orders in a timely manner.
 - *Status: Closed.*
- **PH32 – Wastewater/Aging Infrastructure**
 - DCHA formed a new department, Capital Construction and Design (CCD), to help address DCHA's short-term and long-term infrastructure needs. DCHA submitted CCD's plan to HUD with a request for closure of this finding. The plan establishes a proactive framework for managing aging infrastructure and preparing units for occupancy efficiently, ensuring that long-term preservation and tenant satisfaction are prioritized. In November, HUD staff went onsite to two public housing properties with DCHA to better understand the implementation of this plan.
 - *Status: Closed.*
- **HCV15 – Repayment Agreements**
 - DCHA has identified and is monitoring the status of outstanding tenant and landlord accounts. DCHA has established a process to address overdue balances and is procuring a collection agency to address former landlords that have not paid overdue balances.
 - *Closed. HUD will continue to monitor progress through monthly HCV utilization calls.*



- **RF3 – EPC**

- DCHA engaged a title firm to review title records for HUD’s sample of 10 EPC properties. No evidence of encumbrances pertaining to the EPC financing were found.
- *Status: Closed.*

DCHA’s Proposal to Close HCV3, HCV4, HCV5, and HCV6

On October 31, 2024, DCHA proposed to close 4 HCV findings based on actions taken to-date and the creation of a fund, administered by DCHA, to enhance voucher holder success rates and increase housing choice for current voucher holders.

Below is a summary of the actions taken to-date for each of the 4 findings:

- **HCV3 – Payment Standards**

- HUD’s 2022 Assessment found that DCHA did not update its payment standards in 2020 or 2021 using updated FMRs. Utilizing MTW flexibility, DCHA established a payment standard schedule at 175% of the applicable FMRs in 2018. In 2019, DCHA increased the percentage to 187% of the 2019 FMRs and then continued to use this payment standard schedule in 2020 and 2021.
- DCHA’s 2019-2021 payment standard schedule amounts were equivalent to 187% of 2019 FMRs, 181-185% of 2020 FMRs and 175-183% of 2021 FMRs. While DCHA did not update payment standard schedules in 2020 and 2021, the payment standard amounts remained very high throughout this period relative to the then-applicable FMRs. DCHA was still using its MTW flexibility to offer a higher payment standard than would be allowed under HUD regulations, which in turn did provide participants with more choices of units and locations throughout the District.
- Because DCHA’s MTW payment standards still allowed HCV participants to access significant housing opportunities in the District, HUD agrees that it does not appear that maintaining the 2019 payment standards for an additional two years led to substantial adverse impacts on HCV participants. The 2019-2021 payment standards still exceed current DCHA average gross rents in the HCV program.

- **HCV4 – Utility Allowance Schedule**

- HUD’s 2022 Assessment found that DCHA did not update its MTW HCV Simplified Utility Allowance (UA) schedule from 2015-2022. DCHA subsequently closed out its simplified UA schedule MTW activity and updated the HCV UA schedule in accordance with standard, non-MTW HUD HCV requirements.



- To assess impacts, DCHA conducted an analysis of the 2015-2022 Simplified UA schedule amounts in comparison to the 2023 UA schedule, which DCHA implemented in response to the HUD Assessment's finding. The analysis showed that 84% of participants from the sample received a *higher* utility allowance (averaging \$80) under the 2015-2022 Simplified UA schedule than they received under the 2023 UA schedule. DCHA believes this data indicates that the Simplified UA schedule caused minimal, if any, financial hardship to participants over the course of its implementation. Further, DCHA records indicate that no participants requested a hardship as a result of the Simplified UA activity.
- **HCV5 – Rent Reasonableness**
 - At HUD's direction, DCHA completed a rent reasonableness review for all currently assisted HCV units in Spring 2024. The review found that 2,295 units did not meet rent reasonableness. DCHA believed this was due, in part, to incomplete unit characteristics data which their Affordable Housing system requires to pull accurate comparables. In order to avoid the potential displacement of current residents, HUD and DCHA agreed that DCHA would conduct inspections of the 2,295 units and complete a unit characteristics worksheet, which would be used to re-run the rent reasonableness analysis.
 - A summary of DCHA's completed analysis is below:

Market Rent Redetermination Results (December 2024)										
Bedroom	# Of Federal Voucher Leased Units (5/30/24)	# Estimated Over Market Units (5/30/24)*	# Units No Longer Under Lease	# Units - DCHA rent is equal to or less than Estimated Market Rent (December 2024)	DCHA Rent EXCEEDS Estimated Market Rents (December 2024)					
					# Units (December 2024 Certifications)	Avg Payment Differential (December 2024 Certifications)	# of RR Certifications in Process	Avg Payment Differential (In Process)	Total Monthly Payment Differential: ALL	36 Month Payment Differential: ALL
0	586	150	37	31	77	\$424	5	\$316	\$34,202	\$1,231,272
1	4521	1157	178	575	375	\$313	29	\$441	\$130,135	\$4,684,860
2	3537	565	111	343	90	\$323	21	\$294	\$35,195	\$1,267,020
3	2168	284	56	183	29	\$325	16	\$339	\$14,862	\$535,032
4	839	86	19	55	10	\$476	2	\$464	\$5,688	\$204,768
5	333	31	4	22	4	\$349	1	\$85	\$1,481	\$53,316
6	89	16	1	13	1	\$265	1	\$263	\$528	\$19,008
7	13	2	0	2	0	-N/A-	0	-N/A-	\$0	\$0
8	2	0	0	0	0	-N/A-	0	-N/A-	\$0	\$0
TOTAL	12088	2291	406	1224	586	\$333	75	\$363	\$222,091	\$7,995,276

*4 Duplicate Addresses removed from original 2295

- HUD's report required DCHA to go back 3 years in its analysis of overpayments due to not implementing rent reasonableness requirements. The total 3-year overpayment amount based on DCHA's analysis is \$7,995,276; this amount will be repaid to DCHA's program from non-Federal funds and disbursed to support tenants through a special fund. More information about the fund's purpose, how it



will be used, and HUD requirements pertaining to its management are detailed later in this letter.

- **HCV6 – HAP/Family Rent to Owner**

- As noted above under HCV3, HCV4 and HCV5, DCHA's analysis demonstrated that HCV participants benefitted from the policies that were in place; and as a result, there were not significant adverse impacts to voucher participants.
- Further, under DCHA's HCV Administrative Plan (and the DC Municipal Regulations) in effect prior to April 2023 and during the period covered by HUD's 2022 Assessment, HCV participants and applicants had the right to request an informal hearing and challenge a broad range of factors and conditions of their program participation. If any participant had a concern with how their portion of the rent was calculated, they could request an informal hearing. Over the course of the HUD 2022 Assessment period (and continuing to the present), HCV participants were aware of their right to challenge DCHA's determinations. At the voucher briefing and each time a participant's rent portion was calculated, whether at lease up or re-examination, the participant was given notice that shows how to challenge or receive more information. This allowed participants to contest any issues that a participant had with the rent paid by DCHA to the landlord including utility allowances, payment standards and other relevant components of the calculation.

In addition to the above actions taken to-date, and based on the overpayment amount from DCHA's rent reasonableness analysis, DCHA will establish a fund to provide, at minimum, the following services:

- **Mobility counseling and housing navigation assistance** – DCHA found that many participants struggle to find units within the time period provided. While this may be due to various factors, DCHA wants to assist participants as much as possible to find units in the locations in which they want to reside. DCHA has recently brought on 3 housing navigators but would use the fund to hire additional navigators.
- **Payment of application fees** – A number of advocates and participants have raised issues with DCHA regarding application fees, particularly in situations in which a participant pays a fee only to be rejected by the landlord or for DCHA to reject the unit if it does not pass rent reasonableness. This fund could assist participants who would otherwise have to pay multiple application fees.
- **Assistance with security deposits** – Security deposits can often be a barrier to leasing for extremely low-income participants.
- **Landlord funds** – DCHA would establish a fund that helps compensate landlords for damage to their units or high utility bills caused by HCV participants. There is already a



fund administered by a local nonprofit with respect to local vouchers, and this fund could potentially be administered by the same organization, following similar rules for reimbursement. This will help incentivize landlords to remain in the HCV program, even if they may have had a negative experience with a participant.

- **Other landlord incentives** – The availability of units is essentially to successful lease ups, so the fund could also be used to create other incentives to attract landlords to participate in the HCV program.

HUD concurs on the establishment of this fund, in order to provide additional resources for current participants and new Housing Choice Voucher holders. Below are the terms for the establishment and operation of the fund:

1. Amount and Source – DCHA must allocate a minimum of \$7,995,276 in non-federal funds. This amount represents 3 years of calculated overpayments, due to DCHA not performing rent reasonableness reviews of the rents landlords requested. Within 14 days of this letter, DCHA should identify to HUD the specific source of funds to be used and provide HUD with evidence that the funds have been restricted under the HCV program for this use.
2. Terms – Within 45 days, DCHA must establish a process for distributing funds to participants and landlords and must notify participants and landlords of the availability of these funds. DCHA must provide HUD with a copy of this process as well as documentation of its notifications to participants and landlords within 45 days of this letter. Disbursements of funds should begin no later than 60 days from the date of this letter and continue until the funds are fully utilized.
3. Reporting – DCHA must provide quarterly progress reports on the fund to the PIH Director in HUD’s DC Field Office, starting on March 31, 2025. The report should indicate the beginning balance, current quarter’s disbursements, cumulative disbursements and remaining balance of the fund. DCHA must also include information on the types of activities and the number of participants assisted. Additional information may be requested by HUD to ensure appropriate administration of these funds.

Status: Based on the analysis and actions taken by DCHA to address HCV3, HCV4, HCV5 and HCV6, in conjunction with DCHA’s establishment of a fund to benefit HCV participants HUD is closing these 4 findings.

Remaining Open Findings

As a result of the closures above, 9 items remain open. The table below lists the open items.



Number	Finding Area	Corrective Action
PH1	ACOP	DCHA must update its ACOP in accordance with HUD requirements and its approved MTW Plan. Staff must receive training on the MTW plan and HUD requirements. DCHA must provide HUD with a copy of the updated ACOP with Board Resolution and evidence of staff training.
PH14	Tenant Selection	DCHA must establish and implement written policies for admission of tenants and train staff on the knowledge and implementation of the new policies. These policies shall provide and include the following: · Targeting admissions to extremely low-income families; · Deconcentration of poverty and income-mixing in accordance with the MTW Agreement; · Precluding admission of applicants whose habits and practices may reasonably be expected to have a detrimental effect on the residents or project environment; · Objective and reasonable policies for the authority's selection of eligible applicants, including requirements for applications and waiting lists (see 24 CFR 1.4), and for verification and documentation of information relevant to acceptance or rejection of an applicant, including documentation and verification of citizenship and eligible immigration status under 24 CFR part 5; and · Policies of participant transfer between units, developments, and programs. For example, DCHA can adopt a criterion for voluntary transfer where the tenant must meet all obligations under the current program, including payment of charges to the authority. DCHA must provide HUD with a copy of these policies and procedures, associated Board resolutions and evidence of staff training.
PH14a	Selection Methodology	DCHA must develop and implement policies and procedures for selecting applicants from the waiting list with the same preference qualification using two criteria— (1) Date and time of application; and (2) A drawing or other random choice technique. In addition, the method for selecting applicants must verify how each applicant was chosen in accordance with the procedure specified in its ACOP. This method must be evident and clear for auditing purposes HUD must receive a copy of these policies and procedures, associated Board resolutions and evidence of staff training.
PH27	Reasonable Accommodations and Transfers	DCHA must create, approve, and implement policies and procedures governing how it provides information to applicants and residents on reasonable accommodations and transfers, how it conducts intakes, process, approve and/or deny reasonable accommodation and transfer requests. The policy and procedure must also clearly define how applicants and residents are informed about the status of their requests. In addition, DCHA must create a log tracking reasonable



		accommodation and transfer requests. The log must contain the request's submission date and approval/denial date. DCHA must train staff on both the Reasonable Accommodation and Transfer policies and procedures. DCHA must provide copies of updated policies and procedures, logs, a plan and timeline for implementation, Board resolutions and evidence of staff training to HUD.
HCV1	Admin Plan	DCHA must review and update its HCV Administrative Plan to be consistent with the MTW Plan. The Administrative Plan, including any revisions, and the MTW plan must be in accordance with HUD regulations and contain consistent requirements. In addition, the Plans must be formally adopted by the PHA Board of Commissioners. Once adopted, DCHA should train all staff on the Administrative Plan and the MTW Plan provisions. The Administrative Plan and the MTW Plan must be made readily available to residents and the public. DCHA must provide a copy of the updated Administrative Plan and MTW Plans, a copy of the Board Resolution approving the Plans, evidence of staff training, and evidence that these documents are readily available to the public to HUD.
HCV2	HCV Wait List Management	DCHA must manage their waiting list in accordance with HUD regulations, their MTW Plan and their HCV Administrative Plan.
HCV2a	Applicant Ranking	DCHA must develop a process for selecting applicants from the waiting list with the same preference qualification using two criteria (1) Date and time of application; and (2) A drawing or other random choice technique. In addition, the method for selecting applicants must leave a clear audit trail that can verify each applicant was chosen in accordance with the procedure specified in its Administrative Plan.
HCV8	Recertifications	DCHA must update its HCV Administrative Plan and ensure its recertification policies are consistent with its MTW Plan. DCHA must provide a copy of its updated plans with Board Resolutions to HUD;• DCHA must analyze all current HCV participants to determine what recertifications are required. Based on this analysis, DCHA must establish a plan and a timeline to complete these recertifications. DCHA must supply this plan to HUD and provide monthly updated progress reports; and • DCHA must create and implement tracking reports for recertification and train staff on the same. DCHA must supply a copy of these reports and evidence of staff training to HUD.



HCV9a	HQS/Inspections	DCHA must conduct inspections, including supervisory quality control HQS inspections, in accordance with its HCV Administrative and MTW Plans. DCHA must implement a procedure for both and train staff on the same. In addition, DCHA must create and implement reports for tracking inspections. DCHA must provide its plan with a timeline, proof of staff training, ongoing progress, and tracking reports to HUD.
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These remaining open items all require changes to DCHA's ACOP or Administrative Plan. DCHA is working on necessary updates to these documents, with the expectation of completing the required public process and seeking Board approval in early Spring.

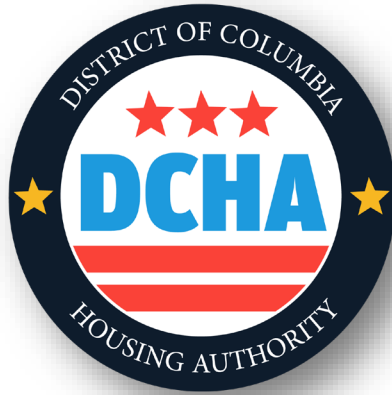
The Field Office will work with DCHA to ensure updated policies meet HUD requirements and address remaining findings from the 2022 Assessment. Additionally, HUD will continue to monitor closed items, and if necessary, will return onsite to ensure DCHA's continued compliance.

Congratulations on the closure of these additional items. I look forward to continuing to work with you and your team to closeout the final items in the HUD Assessment and execute on DCHA's Recovery Plan.

Sincerely,

Laurel L. Davis
Director
Office of Public Housing

CC: Raymond Skinner, Board Chairman



District of Columbia Housing Authority

300 7th St SW - 10th Floor - Washington, DC 20024

(202) 535-1000

www.dchousing.org

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